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OFFICE OF STRATEGIC SERVICES
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A STUDY OF THE FRENCH UPPER BOURGEOISIE
FOR MO PURPOSES

Description

The psychology of French industrialists. The present French industrial pattern. The incentives which could be utilized as an MO approach. General recommendations for MO purposes. The social and business connections of French directors of the industries making the chief French contributions to the German war economy.

8 January 1944

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A STUDY OF THE FRENCH UPPER BOURGEOISIE FOR MO PURPOSES

Summary and conclusions

1) There were certain trends in the field of French heavy industry in the early and middle twenties which helped to pave the way for collaboration with Germany after the Armistice of June 1940. French industrialists had entered international combines and became partners in almost every European cartel. They had, by and large, a "European conception" of industrial organization. No one could say that collaborationist French big businessmen are not interested in profits - they certainly are. But their approach to practical problems often involves not only profits but some philosophy of economic order and of world organization. Above all, they are interested in prestige, power, and personal authority.

2) Since June 1940 four major factors have affected the traditional psychology of French businessmen. The profit incentive and the fear of communism have favored more and more collaboration. Patriotism and the ruthless methods of the Germans have favored less and less collaboration.

3) In the daily operations of industrial collaboration between France and Germany, governmental and governmentally supervised bodies, namely the Allocation Boards for raw materials and the Organization Committees, play a very important part. The influence of this new bureaucracy in the field of morale operations might be of paramount importance.

4) The most powerful incentive which could be utilized as an MO approach would be an assurance given to the responsible leaders that they could save their skins if they made every effort, even at this late date, to lessen or to stop deliveries to Germany. Such assurances, if not endorsed by the French Committee of National Liberation, could prove both meaningless and valueless to the French people concerned.

5) To carry on MO among these collaborationist businessmen, it is suggested that one or a few Frenchmen with widespread business connections, diplomatic skill and tact should be selected in France. They should be charged with the responsibility of starting a campaign calling the attention of industrial leaders to the dangers which threaten them if every effort is not made to curb deliveries to Germany. A few names are suggested in this report.

6) It is suggested that top ranking industrialists rather than local factory managers be approached. General directives to the latter should come from above.

7) Suggested methods of slowing down production are briefly indicated in this report. They include: the "kidnapping" of the most efficient and essential technicians and, on the other hand, endless delays and voluntary "mistakes" in the paper work of raw material allocations, **orders** and deliveries. This second method would have to be carried on in close cooperation, not only with private businessmen but also with the high officials of the governmental bureaucracy of the Allocation Boards and Organization Committees referred to in 3. A short description of these Boards and Committees and of how they could be utilized for MO purposes is presented in this report.

8) Family connections and business ties of some of the most powerful French industrialists specially concerned with those industries which are of paramount importance for the German war effort are described in II. The industries covered are steel, aluminum, cement, antimony, trucks, coal, chemicals, pumps and motor injectors, antifriction bearings, tanks.

I. THE PROBLEMS OF APPROACHING FRENCH INDUSTRIALISTS

A. The psychology of French industrialists

1. Pre-war background. There were certain trends in the field of French heavy industry in the early and middle twenties which helped to pave the way for collaboration with Germany. Partly as a result of the re-incorporation of Alsace-Lorraine into France in 1919; partly because of the rise of such new industries as those based on aluminum, France in the twenty years before 1940 had grown into a great industrial country. Its iron ore, potash, bauxite, textile and chemical industries were especially important. But at the same time the French domestic market for these products remained fairly small, and in order to dispose of their surplus, French industrialists entered international combines and became members of almost every European cartel.

The contrast between the natural wealth of the country and its demographic weakness, between its economic potential and the Malthusian theories of its leaders, profoundly affected the political psychology of leading French businessmen. The very men whom Leftist leaders pointed to as "war mongers" became in fact the staunchest supporters of European collaboration, of a "continental order." Frequent contacts with their German colleagues and a somewhat justifiable admiration for German economic organization and efficiency led many of them to accept the idea that Europe should be unified under German leadership and to look forward to the resulting opportunity for developing backward countries, especially the Balkans and Western Russia. Just before the Second World War many important French industrial leaders felt that big business interests could always agree and that this agreement would inevitably lead to the "demobilization of minds."

An anecdote about a French representative on the international cartel for railway rolling stock illustrates this psychology. A meeting of the cartel, held in Germany at the height of the 1938 Czech crisis ended in general agreement and satisfaction. The Frenchman then arose and addressed his colleagues from the various interested countries: "Gentlemen, we have just concluded an excellent technical and economic agreement. Let us offer our joint services to the Great Powers to solve the Sudeten problem. Doubtless, it is difficult; but we have just proved that there is no problem without a solution, and anything is better than war." (Great applause.)

This story reveals an important aspect of the psychological make-up of French businessmen, and it helps to prevent a dangerous misconception. No one could say that collaborationist French big businessmen, people like

Barnaud[1], Baudoin[2], de Peyrecave[3], and Duchemin[4], are not interested in profits. They most certainly are. But their approach to practical problems is always involved in some broader frame, in some philosophy of economic order and of world organization. Above all, they are interested in prestige, power, and personal authority. To approach such men requires quite different tools -- or weapons -- than to approach small or medium-sized businessmen such as the scrap iron dealers or tire manufacturers.

2. Current trends. Since June 1940, four major factors have affected the traditional psychology of French businessmen.

a. The profit incentive and the fear of Communism have favored more and more collaboration.

b. Patriotism and the ruthless methods of the Germans have favored less and less collaboration.[5]

There is a high concentration of German orders in France. According to the Basler Nachrichten of 29 January 1943, several billion Reichsmarks of German orders had

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1. Of the Worms Bank. Former General Delegate for French-German Economic Relations.
2. Former Foreign Minister. Manager of Banque de l'Indo Chine.
3. Of the Renault works.
4. Chairman of the Kuhlmann chemical concern.
5. Expropriation of the steel interests in Lorraine (mainly de Wendel) by the Germans has deprived those interests of their former power and prestige and accentuated whatever anti-collaborationist feelings they may have had.

already been placed in France; 75 per cent of the orders were for less than 10,000 Reichsmarks each, but these accounted for only 3 per cent of the total value of the orders. One per cent of the total number, on the other hand, represented 26 per cent of the total value. It therefore would be advisable to concentrate morale operations on the "happy few."

B. The French industrial pattern

The responsible agents of economic collaboration belong to four categories:

1) Production men, including directors, technical managers, foremen, and workers. Bankers who are connected with the producers and finance them should be listed among them.

2) Middlemen, intermediaries, and black market operators.

3) Governmental officials, especially in the Secretariat of Industrial Production, the General Delegation for Franco-German Economic Relations, and the Treasury, as well as the whole machinery of the Allocation Boards for Raw Materials. A list of the Allocation Boards with their 1942 directors is annexed to this report (Appendix I).

4) Organization Committees, constituted in France at the end of 1940 and 1941. Each of these committees is responsible for the general control of a given industry as a whole, enacting rules and issuing orders which have the force of law for all their members. They are legal monopolies similar to the Fascist Italian corporations. They usually represent the big producers. All of them are not necessarily collaborationist, but they occupy a key position in Franco-German economic relations. An attitude suggested or adopted by the responsible leaders of the Organization Committee of any given industry would have a powerful effect on the whole industry, if for no other reason than that these leaders are usually the general managers of the most important firms represented in the Committee. Thus, M. Cliron is the most influential director of the Organization Committee for bearings and at the same time the manager of the French SKF.[1]

If it is possible to get in touch with one or more of the responsible directors of the Organization Committees, morale operations of considerable magnitude might be undertaken. A complete list of the 1942 membership of the Organization Committees for strategically essential French industries is annexed to this report (Appendix II).

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[1] Compagnie d'Applications Mécaniques.

C. The incentives for an MO approach

The most powerful incentive which could be utilized as an MO approach at the present time would be an assurance given to the responsible leaders that they could save their skins if they made every effort, even at this late date, to lessen or to stop deliveries to Germany. But it must be simultaneously pointed out that such assurances, if they are not endorsed by the French Committee of National Liberation, might prove both meaningless and valueless to the French people concerned. Assurances given by the Americans or the British will not bind the future France in this respect if the French of tomorrow are not party to them.

On the whole, the pure money incentive should generally not be resorted to, at least in its simplest form; it should be involved in some appeal to prestige, to the role which could be played by French businessmen of good will in post-war reconstruction "with American cooperation."

If it is not thought feasible to approach the problem by way of guarantees, another method might be employed. In this case the aim should be to convince French industrial collaborationists that severe punishments will be inflicted on them by an Inter-Allied Commission (including Americans and Englishmen) when France is liberated; that the Allies are well informed of the deliveries which are made to the Germans; that from now on, if serious efforts are not made to diminish the deliveries, the culprits can expect no indulgence from the Inter-Allied Commission; that to prove their good will they should immediately start constituting files of records bearing evidence of decreasing deliveries.

The procedure might be as follows: a Frenchman with wide business connections, diplomatic skill and tact should be selected in France. He should be charged with the responsibility of starting a campaign calling the attention of industrial leaders to the dangers which threaten them if every effort is not made to curb deliveries to Germany.

A person who, if still alive, might well act in this capacity is Daniel Serruys, formerly in charge of foreign commercial agreements in the French Department of Commerce and chief of the economic section in the Secretariat of the League of Nations. Serruys later became financial adviser of Lazard Frs. in Paris, and, as such, supervised the reorganization of Citroën and of the Poliet et Chausson cement company. A close friend of former Premier

Edouard Daladier, Serruys was in September 1939 appointed Commissioner for Civilian Economy, a French governmental agency more or less similar to the OPA. Serruys must now be in the middle sixties.

Since the armistice, Serruys seems to have completely disappeared from public life, but he has probably maintained many useful contacts, especially in the cement, automotive, and bearing industries. He is less an efficient businessman than an aggressive and conceited public relations man, with extensive general knowledge. Appeal should be made to his patriotic feelings, to his sentiment of French greatness, to his pomposity; the incentive should include some promise of playing a big role in post-war international bodies, public or private (UNRRA or the like). Serruys should by such means be induced to spread rumors referred to above. (M. André Meyer, formerly manager of Lazard Frs., Paris, now in New York, is perhaps informed on the whereabouts of M. Serruys.)

Insofar as they are available, ready to help the Allies and actually reliable, the following influential men could be suggested in addition to Daniel Serruys:[1]

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[1] No recent information concerning these men is actually obtainable; it is not even sure that all of them are alive. The Delegation of the FCNL in Washington and M. Leroy Baulieu could be contacted for this. M. Jean Monnet, Commissioner for Reconstruction in Algiers and French delegate to the Atlantic City UNRRA conference, could also be approached.

1. Jean Dupin; Raoul de Vitry d'Avaucourt: aluminum, magnesium.
2. Léon Daum: steel.
3. Charles Rist: banking (Banque de Paris et des Pays-Bas).
4. Pasteur Marc Boegner: wealthy Protestant circles; Banque de l'Union Parisienne.
5. Raoul Dautry: general; automotive production; railway rolling stock; aircraft.
6. Friends of Michelin: tires.[1]
7. Raymond Berr: chemicals, coal.
8. General Inspector Guillaume: coal.

Greatest caution must of necessity be exercised. To approach tactlessly with any kind of offer those of these men who have never really collaborated, who have already made every effort to minimize their contribution to Germany, would be a dangerous and gratuitous mistake. Léon Daum, so far as is known, would be in this category. He is general manager of the Marine-Homecourt steelworks and vice-chairman of the Steel Organization Committee.

It is not advisable to approach active factory managers on the theory that they are more closely related to the actual industrial process, and, consequently of special value for the projected operations. French plant managers are usually well disciplined and execute the orders they receive. General directives must always come from above.

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[1] The Michelin family was reported arrested in August 1943.

General incentives should be chiefly moral, with an appeal to the feeling of prestige and social authority. In special cases, like the collecting of scrap iron or of waste, simpler and "more direct" methods could be resorted to.

D. MO techniques

Among the different methods of "slowing down" which could be recommended, apart from direct sabotage, the following could be mentioned:

1) "kidnapping" of the most efficient and essential technicians.
2) endless delays, voluntary mistakes in the paper work of raw material allocations, orders, and deliveries.

1. Kidnapping of technicians. Germany now suffers from a severe lack of technicians. Accordingly, many technicians have been sent from France to Germany, and therefore French industry is increasingly feeling the lack of technicians.

It is suggested that key men of whatever level, in the most essential industries, whose absence would really paralyze important operations, be withdrawn from France. This could be done from the machine-tool mechanic level to the general-manager level. The business leaders contacted for these morale operations should propose a list of these key people whose momentary disappearance from the industrial field would condemn their plants to acute anemia if not to death.

Plans could be set up for the utilization of these key men in North Africa, insofar as feasible, or in English war factories. This should be discussed with the French Committee.

2. Disorders in the deliveries of raw materials, postponement and extensive delays in fulfillment of orders. To understand how this method could work it is necessary to give some details on the actual pattern of the Allocation Boards for the distribution of raw materials and of the Organization Committees.

a. Allocation Boards. A Central Allocation Board for Raw Materials was created in 1940 under the supervision of the Ministry of Production; its chief was for a long time M. Jean Bichelonne.[1] He is now Secretary of State for Industrial Production and Labor, but he certainly remains responsible for the main policies of the Central Board. M. Bichelonne is an arch-collaborationist and it is doubtful whether he would or should be asked to cooperate in the actual MO. This Central Board also includes a small staff of statisticians, economists, and administrators. Around this Central Board there are twelve other Boards dealing with specific commodities: iron, steel, and non-ferrous metals; coal; petroleum, gasoline and other fuels; chemicals; textiles; paper and paper containers; leather and hides; rubber and carbon black; lumber; industrial fats and soap; miscellaneous commodities.

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[1] It has been announced recently (December 1943) that General Inspector Salmon is now in charge of the central operations of allocating raw materials. M. Salmon is a Huguenot, a son-in-law of General Hartung, who is related to the Peugeot family.

Each Board is in charge of the allocation of the raw materials it supervises to industrial users. It supervises the purchases, inventories, and sale of these raw materials. It can:

1) Compel producers to sell to certain consumers, and consumers to buy from certain producers;
2) Prohibit or restrict the use of raw materials for certain purposes;
3) Enforce and supervise the sale of existing stocks of raw materials and commodities.

Each Board is directed by an "Allocator" (Répartiteur), assisted by an advisory committee and supervised by a governmental commissioner. All decisions by the Allocator are submitted to the governmental commissioner, who has a right to veto them. The cooperation of the allocators and the governmental commissioners is indispensable to the success of the proposed morale operations. A complete list of both types of officials, as of 1943, will be found in Appendix I. All these people are directly or indirectly under M. Jean Bichelonne, but they are not necessarily collaborationist.

The Allocation Boards have regional offices throughout the country to deal with the local aspects of raw materials allocations. For instance, the Coal Board has 12 regional offices in the Paris zone and 9 in the Vichy zone. Cooperation of these regional offices could be best secured either through the heads of the Boards, if they are reliable, or directly by personal contacts on the spot if deemed advisable. This cooperation is of the utmost importance.

b. Organization Committees. Organization Committees are responsible for the general operations of production in their respective branches of industry. The Allocation Boards allocate raw materials "en bloc," as a whole, to each Organization Committee; in turn the Committee allocates these raw materials among its members.

These Committees have the broadest powers; their decisions are compulsory for all members of each industrial group. Their control over production is practically unlimited. Plants may be closed, workers shifted from one factory to another, markets reserved to specific producers, and special kinds of machinery and equipment imposed upon their industries by the Organization Committees.

Relations between Allocation Boards and Organization Committees normally occur through the Advisory Committees of the Boards, whose membership generally includes several members of the Organization Committees. Thus, the Advisory Committee to the Allocation Board for iron and steel includes seven members who are also members of the Organization Committees for steel production, steel marketing, foundry and mechanical industries.

Producing Committees. Organization Committees for industries producing raw materials supply their Allocation Boards with the materials; in the French phraseology, they are the "up-stream," the "upper" Committees -- those which are ahead of the Allocation Boards in the process of production. The most important "upper" Committees -- notably coal, steel, and chemicals -- hold sessions at least weekly with their corresponding Boards. But to the extent that producing committees are also consumers of other raw materials, such as coal and lubricants, they are also under the general rules which govern all consuming committees.

Consuming Committees. The consuming committees are the "downstream committees," those which "follow" the

Allocation Boards in the process of production. To obtain raw materials, they must prepare production plans with full statistical data. When the production plans of all Organization Committees dependent on a given Allocation Board have been discussed by the Board, arbitrated and finally accepted by the governmental commissioner, production quotas are allocated to the consuming committees.

It is this somewhat complicated machinery which must be utilized to paralyze French industrial production, by bringing disorder, delays, and disorganization into the whole process of control.

1) It is recommended that endless delays, confusing orders, and mistakes in the allocation of raw materials be made to take place in the dealings between the Allocation Boards and the Organization Committees;

2) It is recommended that wrong orders should be placed by the Boards at the producing factories, so that deliveries to the consuming industries give them what they do not need, and delay the delivery of what they need. This will also strain the transportation system.

3) Lubricants are probably a very weak spot in French industry; it is suggested that, through the corresponding Allocation Board, those industries which are the most dependent on lubricants be progressively deprived of them. The same should apply to containers (for instance in the

cement industry).

4) It is also recommended that disorder be created in the railroad system, that trains containing goods for Germany be maneuvered on to wrong tracks and the like.

To develop the most effective kinds of morale operations in this field, M. Raoul Dautry, former head of the Chemins de fer du Nord and later of the Chemins de fer de l'Etat, the best French railroad specialist, should be approached.

The present attitude of Dautry is not known, but in 1939-40, as Minister of Armaments and Supplies, he was efficient and patriotic. He allegedly voted against the Armistice and he is not believed to have accepted appointment in any Vichy organization.

M. René Mayer, former vice-chairman of the Compagnie de Chemins de fer du Nord, now Commissioner of Transports in the FCNL, as a man with an extensive knowledge of French industry and railroads, could also be consulted.

3. Caution in approach. Approaches to members of the Organization Committees and of the Allocation Boards must obviously be handled with the utmost of tact and caution. They are more or less under the scrutiny of the Germans and may indeed have spies within their own ranks. Each organization committee has one member specifically charged with handling its affairs with the Germans. Should that

person be a traitor, he could compromise any of his colleagues of whose willingness to assist the United Nations he became aware. Individual industrialists are likely to be less directly subjected to German observation, but many of them occupy delicate positions, with German agents in some cases stationed in their plants.

II. THE SOCIAL AND BUSINESS CONNECTIONS OF KEY FRENCH INDUSTRIALISTS

Both the social and business connections of the leaders of the French industries discussed above are important to MO. The following are taken up:

A. High Protestant banking circles, and Baron Brincard

Mallet, Vernes, de Neuflize, Hottinguer and Mirabaud families. Baron Brincard

B. Steel

Eugène Schneider group

Théodore Laurent and Léon Daum group

Marcel Champin group

Dondelinger - Lenté group

C. Coal

General Inspector Guillaume

de Peyerimhoff de Fontenelle

D. Aluminum

Alais-Froges and Ugine group

E. Cement

Daniel Serruys

Jacques Aguillon

Daher family

F. Antimony

Henri Portier

G. Automotive

Peugeot family

Citroën

Renault

H. Tanks

Hotchkiss

Somna

I. Tires

Michelin

Dunlop

J. Chemicals

René Duchemin

Raymond Berr

K. Pumps and Motor Injectors

Roger Dutreux

L. Bearings

Daniel Serruys

A. "High Protestant" Banks and Baron Brincard

Before taking up the steel industry's directors and their social and business ties, it is essential to analyze the connections, including those with the steel industry, of the most important banking circles in France -- the "high Protestant" banks and Baron Brincard, of the Crédit Lyonnais, the mammoth of French finance.

1. High Protestant Banking Circles. The high Protestant banks are dominated by the following families: Mallet, Vernes, de Neuflize, Hottinguer, and Mirabaud.

a. Family connections

(1) Mallet family. Ernest Mallet, married Mis Mabel Saint-Aubyn, daughter of Baron Saint-Sevan (British aristocracy); grandson of Comte de Pourtales,. brother of Théodore Mallet, Cécile (Mme. Frederic Mallet), and Noémie, Comtesse d'Hauteville, mother-in-law of Béatrice de Pourtalès

Baron Jacques Mallet, nephew of Ernest and the head of the family

Frédéric, nephew of the Comte de Neuflize and father-in-law of Comte de Maupeou

Raoul, father-in-law of Mr. Harth

Philippe, son of Raoul, son-in-law of Mr. Richemond

Jacques Feray, brother-in-law of Baron Jacques and vice-chairman of Banque de l'Union-Parisienne, the bank of the Comité des Forges. Related to the Martell, Vernes, de Haller, Mirabaud, and Thurneyssen families.

Pasteur Marc Beogner, present head of the French Protestant Church, married a Thurneyssen. By his first marriage with Mlle. Bargeton (sister of the former French Ambassador to Belgium), he had four children, including Etienne, now in this country, and Jean-Marc, with the Fighting French in Syria.

(2) Vernes family. Businessmen include Pierre, Gerard, Edouard, Philippe, brother-in-law of one of the Mallets, and François, related to the Hottinger family.

Described as particularly religious, with a prominent position in Huguenot organizations and welfare agencies.

(3) de Neuflize family. André, son of the late Baron Jean de Neuflize, has two sons, André and Jacques, and several daughters; one of them, Jeanne, is Baronne Mallet; Madeleine and Jacqueline have married the Verdet brothers; another one is Mme. Pillivuyt (the Pillivuyts have been important manufacturers).

Jacques de Neuflize, one of the directors of Schneider-Creusot, is the present head of the family. He is related to the Coche de la Ferte, the Hartmann and the de Watteville-Beckheim families, an important Alsatian Hughenot family.

Through the Monnier Thuret family, the Neuflize family is connected with the Silhol, de Clausonne, de Seynes, Schlumberger and de Witt-Guizot families. All these names belong either to the French aristocracy or to the upper bourgeoisie, with very conservative, or reactionary, tendencies. De Witt-Guizot is a descendant of the famous prime minister of King Louis-Philippe.

(4) Hottinguer family. Henri, son of the late baron Rodolphe, is a brother of Maurice, of a Comtesse de Pourtalès and of a Baronne Waldner de Freundstein. Married Miss Marion Monroë. Father of Philippe (husband of Alladyce Barclay) and Rodolphe.

Rodolphe is a son-in-law of Frederic Basset, director of Chatillon-Commentry Steelworks and of several Algerian companies controlled by the high Protestant banks (Gafsa, Mokta-el-Hadid, Djebel Djerissa).

Maurice, brother of Henri, married Comtesse de Maupeou.

Paul.

(5) Mirabaud family. Pierre Mirabaud married Elizabeth Thurneyssen, granddaughter of a Mallet.

Paul Mirabaud, a brother of Pierre, is a son-in-law of Jean Boissonnas, a director of Mines de Bor (in yugoslavia), Gafsa, Mokta-el-Hadid (Algerian mines under the high Protestant banks' control).

Eugene Mirabaud is the son of Gustave Mirabaud and grandson of the Combefort family, and a brother of Mme. William d'Eichtal. His wife was born Pillivuyt. The d'Eichtals are prominent members of the French upper bourgeoisie. One of them was chairman of the famous Ecole Libre des Sciences Politiques, where the high personnel of the French bureaucracy (Inspection de Finances, Conseil d'Etat, Diplomacy) and of French big business, were ined and recruited for half a century.

b. Business connections

(1) Insurance Compagnies

Assurances Generales (life, accident, fire), predominantly under the control of Mallet (chairmanship), Schweisguth (vice-chairman), Hottinguer and Neuflize (directors)

La Nationale, at least partly controlled by the same groups.

L'Union, predominantly under the same control through Robert Jameson (chairman, representing the Hottinguer interests), Jacques de Neuflize, Jacques Mallet and Edouard Vernes.

Le Phénix, Paul Hottinguer, chairman; Raoul Mallet, Pierre Mirabaud, Gerard Vernes, directors.

These companies are not the only ones -- but the oldest and the most powerful, and the influence of the high Protestant circles among them obviously predominant.

(2) Banking companies

The powerful private banks: Mirabaud, Vernes, Mallet, de Neuflize, Hottinguer.

The Banque de l'Union Parisienne, traditionally connected with the Comité des Forges.

Banque française de reports et dépôts

Crédit National

Banque ottomane

Alsacienne de banque

Banque d'Athènes

Banque franco-polonaise

Banque hypotécaire franco-argentine

Banque française pour le commerce extérieur

Until 1936, among the 12 Regents of the Banque de France, four belonged to this group -- Ernest Mallet, Henri Hottinguer, Jacques de Neuflize and Pierre Mirabaud.

(3) Other companies

Mines de Bor (Yugoslavia)

Boleo

Peñarroya

Le Nickel

Association Minière

Huaron

Vieille Montagne

Mines de Djebel-Djerissa

Mines de Bazina

Ouasta-Mesloula

Chemins de fer et phosphates de Gafsa

and others.

Jacques de Neuflize, it should be recalled, is a director of the Schneider-Creusot steelworks.

2. Baron Brincard

a. Family connections

Son-in-law of:	Henri Germain, founder of Crédit Lyonnais
Brother-in-law of:	Comte Arnaud de Gramont, related to the Rothschilds
" " " "	Edmond Fabre-Luce, whose sons are the pro-Hitler Robert and Alfred, husband of the Princesse de Faucigny-Lucinge,[1] and whose daughter is the Comtesse Roland de Margerie (French Embassy in Berlin).
" " " "	André Germain
Brother of:	Comtesse Melchior de Vogüe, who married a son of the Marquis de Vogüe, chairman of the Suez Canal

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[1] Princesse de Faucigny-Lucinge, through her mother, born Ephrussi, is half Jewish.

Cie. and son-in-law of Prince d'Arenberg.

Father of: Charles-Henri and Louis Brincard.

b. Business connections

Crédit Lyonnais (chairman)

Société foncière lyonnaise (director)

Credit foncier égyptien (director)

Banque d'Algérie (director)

Chemins de fer P-L-M (director

Aciéries de Chatillon-Commentry (chairman)

Banque de l'Indo-Chine (director)

Bank for International Settlements (director)

Banque de Paris et des Pays-Bas (partly controlled through Henri Jahan)

B. Steel

Appendix III gives the membership of the directorates of the most important steel works as of 1938. Capitaliza-- tion is not given (in any of the industries taken up) since it has been greatly increased since 1940-1941)

The Rombas, Knutange, UCPMI (Hagondange), Hayange and Moyeuvre (Petits-Fils de F. de Wendel et Cie.) steel works are in re-annexed Lorraine, under full German control.

1. Èugene Schneider -- Died a month ago.

a. Family connections.

Husband of: Antoinette de Saint-Sauveur, daughter of the Marquis and Marquise, born de Gontaut-Biron

Brother of:	Madeleine, Marquise de Juigné, wife of a Senator from Loire-Inférieure
" "	Marguerite, Marquise de Brantès and mother-in-law of a Princesse de Faucigny-Lucinge
" "	Zelie, Comtesse de Ganay
" "	Constance, Marquise de Chaponay, mother-in-law of Princesse Clementine d'Orléans; the princesse d'Orléans is the daughter of S.A.R. the Duchesse de Vendôme, sister of the late Albert I, King of Belgium.
Father of:	Jean, who married Vicomtesse de Curel (de Wendel group)
	May, Contesse de Cosse-Brissác, sister-in-law of the Princesse de Ligne and of the Princesse d'Arenberg
Brother-in law of:	Comte Rafelis de Saint-Sauveur, father-in-law of Jacqueline Citroën, daughter of the late automotive magnate.

b. Business connections

Schneider-Creusot

Mines d'Aubrives et Villerupt

Mines de Soumont

Minière des Terres Rouges

Société Métallurgique de Knutange

Société Métallurgique de Normandie

Forges et Chantiers de la Gironde

Sarre et Moselle

Compagnie de Construction des Batignolles (Gouin)

Cail

Chavanne-Brun

Somua (one of the most important French companies manufacturing tanks)

Union Européenne

Crédit Lyonnais

Banque des Pays de l'Europe du Nord

2. The de Wendel family. The most important members of the de Wendel family now include:

Guy de Wendel, formerly Senator from the Moselle. Husband of Catherine Argyropoulo, of a family of Greek bankers and army men. Their son, Gilles, married a Princesse Radziwill; their daughter Helène married Anne-Jules Comte de Noailles, son of the Comtesse de Noailles, famous French poetess, born Princesse Brancovan. An aunt of Guy de Wendel was Duchesse de Maillé.

Henri, brother of Guy, was for a long time the head of the family. He was related to the de Luynes, Colbert, d'Aubigny, Champigny families. He is dead now and his three sons, François, Humbert, and Maurice, first cousins of Guy, are the representatives of the family in industry and banking.

François de Wendel, Senator from the Moselle, married Odette Humann, related to the Leusse and to the Germiny families. Their daughter, Odile, is Comtesse de Montalembert; their other daughter Marguerite is Mme. de Mitry.

Humbert, bachelor.

Maurice married Andrée de Moustiers-Merinville, who is related to the de Galliffet, Mallet, Stevens, Firino families.

One Caroline de Wendel is Marquise de Montaigu; the Marquis de Montaigu is Senator from the Loire-Inférieure and a partner of the de Wendel steelworks; he is related to the Ganay and the d'Alsace (Prince d'Hénin) families.

Sabine de Wendel is Comtesse de La Panouse, related to the Lur-Saluces and La Rochefoucauld families.

Family ties between the Schneiders and the de Wendels result from marriages with members of the famous Sellière family: Baron François Sellière's daughters were respectively the Duchesse de Talleyrand-Périgord, the Marquise d'Hautpoul, the Comtesse de Boisgelin, the Comtesse de Cosse-Brissac: the latter is sister-in-law of one of Eugene Schneider's daughters. A cousin of these ladies, Jean Sellière, has married Renée de Wendel, daughter of Maurice.

An enumeration of the de Wendel business connections would be tedious; we may cite merely the most important:

de Wendel et Cie.
Les petits-fils de François de Wendel
Escaut et Meuse
Senelle-Maubeuge
Knutange
Mines de Dourges
Union des Mines
Canal de Suez
Banque Demachy
Réassurances générales
Assurances Union
Assurances La Providence

François de Wendel, former chairman of the Comité des Forges, Regent de la Banque de France, and indirectly owner of the most important French daily, Le Temps, has been for a long time a leading figure in French finance and politics, whose "mots d'ordre" always exercised a powerful influence. The deflationary policy pursued by the Laval Cabinet in 1935, which led to the triumph of the Popular Front in 1936, was launched by François de Wendel. He was usually the mouthpiece of the Banque de France.

3. Theodore Laurent. Theodore Laurent, a powerful "maitre de forges," belongs to the French upper bourgeoisie

and his family connections are less brilliant than those of the Schneiders or de Wendels. His general manager, Léon Daum, is a nephew of the late French President, Raymond Poincaré. The Daums are an old family from French Lorraine, with strongly patriotic sentiments, and Léon Daum has been described as anti-collaborationist. It is not certain that Theodore Laurent himself is anti-collaborationist.

Laurent's business connections are as follows:

Banking:	Société Générale (director)
	CALIF (vice chairman)
	Banque des Pays du Nord (director)
Coal mines:	Anzin (director)
	L'Escarpelle (chairman)
	Saint-Chamond (chairman)
	Sarre et Moselle (director)
Steel:	Marine et Homécourt (chairman)
	Rombas (chairman)
	Forges d'Allevard (chairman)
	Anderny-Chevillon (chairman)
	Matériel de chemins de fer (chairman)
	Prénot (chairman)
	Forges et Acieries du Nord et de l'Est (director)
	Micheville (chairman)

Brousseval (director)

Recherches et exploitations minières (director)

This group is also represented through Léon Daum in:

Etablissements Métallurgiques de la Gironde

Hauts-Fourneaux de Rouen

Chérifienne minière (Morocco)

4. Marcel Champin. Marcel Champin, of a Huguenot family, seems to represent wealthy Protestant banking groups in metallurgy and North-African enterprises. The Champin family is related to the Silhol family; André Silhol is also a Huguenot, chairman of the Bessèges coal mines: one of his sons married Geneviève Marcel-Champin.

M. Champin appears to represent the powerful Mirabaud Protestant group; M. Silhol the no less powerful Neuflize group.

Champin's business ties are as follows:

Aciéries de Longwy (chairman)

UCPMI (Hagondange) (vice-chairman)

Electrotubes de Solesmes (chairman)

Lorraine minière et métallurgique (director)

.Louvroil-Aulnoye

He also appears in the Banque française pour le commerce exterieúre, Mines de Bor (copper, Yugoslavia), Bazina, Gafsa, Ouasta-Mesloula (North Africa).

5. The Dondelinger-Lenté group. Much less important

than the others, this group is mentioned only because Jean Bichelonne, now Secretary of State for Industrial Production in Vichy France, and arch-collaborationist, is a son-in-law of the late M. Dondelinger.

The main business connections of the group are:

Escaut-et-Meuse
Senelle-Maubeuge
Gueugnon
Biache-Saint Vaast
Mines de Jarny
Etablissements Le Soufache
Murville
Paris-et-Outreau

The Dondelinger family also had an important partnership in the Dutch coal mines of Sluijkil.

C. Coal mines. (See Appendix XI)

Most French coal mines were administered by representatives of wealthy Catholic families; some of them, like the Comtes de Montureux, de Monicault, de Moustier, the Marquis de Solages, the Marquis de Beaumont-Beynac, Baron Reille, the duc d'Audiffret-Pasquier, belonged to the French nobility.

The most important mines are to be found in the Nord and the Pas-de-Calais; their directorates usually included three categories of people:

1) Wealthy local businessmen

2) Wealthy landowners belonging to the upper-bourgeoisie and the nobility, whose families had taken a prominent part in the promotion of coal mining more than a century ago.

3) Former general managers of the mines, who had been promoted to the rank of directors.

The latter generally are former graduates of the Ecole Polytechnique and the Ecole Nationale des Mines, who became State mining engineers. They upervised technical operations from the standpoint of safety and health, the introduction of new technical devices, and labor relations between the companies and their employees.

They usually had an extensive technical knowledge, and enjoyed a high social prestige.[1] Many of them later entered private companies as general managers.

From the standpoint of technical sabotage, slowing down and the like, these former State engineers should be contacted first.

One who enjoyed a great prestige in these circles was General Inspector Guillaume. M. Guillaume was the head of the Saar coal mines after the first World War, director of the Ecole des Mines in Paris, and arbitrator of the Steel Committee. He was a staunch patriot, who took a very courageous position against the Munich settlement -- turning back to President Lebrun all the decorations with which he was covered. M. Guillaume was a high official in the French Ministry of Armaments in 1939-1940, and a close friend of Minister Dautry. Nothing is known of the present hereabouts of General Inspector Guillaume, but, owing to his former position and moral integrity, he could play an important part in the present scheme.

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[1] M. Albert Lebrun, the last President of the Republic, was a former State Mining Engineer.

M de Peyerimhoff de Fontenelle, of Huguenot descent, former president of the Comité des Houillères de France, is a leading personality in the French coal mining industry. A former member of the Conseil d'Etat, high official in French North Africa, Peyerimhoff has been the great public relations man of the coal producers for the last twenty years; he was also the leading figure in the Union des Mines, a bank with English connections.

M. de Peyerimhoff has been described as a rather weak and opportunistic personality. He could be contacted through his former British affiliates; it is doubtful whether he would be willing to take a definite stand.

D. Aluminum. (See Appendix IV).

The two companies of Alais Froges et Camargue and of Ugine represent all of French production.

The former is by far the more important. M. Louis Marlio, former chairman of Alais Froges et Camargue, is

now in Washington, and could be contacted. The two companies had close ties; MM. Level and Roux de Besieux, for instance, belonged to the directorates of both companies.

E. Cement. (See Appendix V.)

The most important companies are Poliet et Chausson, Chaux et Ciments de Lafarge et du Theil, Société des Ciments Français.

M. Daniel Serruys, before the war, was chairman of Poliet et Chausson, and represented the Lazard Frères bank in that company. If approached, he could give all the needed information regarding the present attitude of the directors, even if he no longer has direct business relations with them.

Among the directors of Poliet et Chausson, mention should also be made of M. Jacques Aguillon, an important and wealthy businessman who is also a director of Chatillon-Commentry (Baron Brincard), of Union des Mines and of Batignolles-Chatillon (rolling stock; public works).

In Chaux et Ciments de Lafarge et du Theil are two members of the Daher family, Paul and Charles. The Dahers are an important group of Marseille businessmen of Armenian origin. Paul is a director of the Paquet Shipping Company and of the Société Générale de Transports Maritimes à Vapeur. Through the Chaux et Ciments du Maroc, Charles Daher is affiliated with Banque de Paris et des Pays-Bas and could perhaps be contacted through Charles Rist.

F. Antimony. (See Appendix VI)

The chairman of Mines de la Lucette is an important businessman, M. Henri Portier.

M. Portier is also a director of Union des Mines, the chairman of Mines de Courrières, a director of Senelle-Maubeuge, Société française de banques et dépôts, Banque française et italienne pour l'Amérique du Sud (affiliated with Banque de Paris et des Pays-Bas).

G. Automotive Industry

On the whole, very little is known of the automotive industry, whose firms seldom publish annual reports. As of 1938, the only companies which were listed in the Stock Exchange Annual were: Peugeot, Citroën, and Saurer.

Peugeot was -- and is -- mainly a family affair. The Peugeots belong to Protestant circles from the east of France.

Citroën was under the control of the Michelin group, the Lazard Frères bank and, apparently, since MM. J. Aubrun and Wibratte were among the directors, of Schneider-Creusot (J. Aubrun) and the Banque de Paris et des Pays-Bas (L. Wibratte).

The Louis Renault company may be considered arch-collaborationist. Louis Renault, a pioneer in his field, and now the chief magnate of the French automotive and truck industry, comes from a very modest family. One of his prevailing passions, which might partly explain his collaborationist position, is anti-communism. The sit-down strikes of June 1936 and 1938 particularly affected the Renault plants, and many Renault workers were leaders in Communist trade unions. When France is liberated, the Renault groups will probably be one which the underground resistance groups will most inexorably want to purge.

Prominent in this group, with the old Louis Renault, are M. de Peyrecave and François Lehideux.

M. de Peyrecave is a former Inspecteur des Finances, with important international business relations, particularly in Italy and the Balkans. In 1939-1940, he took a prominent part in economic negotiations between the French and Italian governments. These negotiations aimed at securing the support of important Italian businessmen like Volpi, Agnelli, and Caproni in keeping Italy out of the war. In June 1940, M. de Peyrecave was one of the members of the French delegation which discussed the economic aspects of the Armistice between France and Italy.

François Lehideux married a niece of Louis Renault;

he is a son of Jacques Lehideux, co-partner of the Lehideux private bank. The Lehideux bank is not very important in itself, but it has a great importance in French Catholic circles on account of the social connections of its leaders. Roger Lehideux, head of the family, is a director of Crédit Lyonnais, Crédit National, Banque de Paris et des Pays-Bas, Banque de Syrie et du Grand Liban, and is to be found also in several insurance companies. Jacques Lehideux is a director of Banque Adam, which was important in northern France.

H. Tank manufacture

1) Light tanks. Renault manufactured light tanks. Hotchkiss, of Paris, also produced them. Mr. H. M. Ainsworth, Hotel Barclay, New York, has been indicated as an expert on Hotchkiss production and light tank manufacturing in general in France.

b) Medium tanks. Medium tanks were made chiefly by Somna, 145 Bld., Victor Hugo, Saint-Ouen, near Paris, a subsidiary of Schneider-Creusot. M. Perony, its leading figure, was appointed by the Germans as director of the Comité des Machines Outils (the Organization Committee for machine tools) in January 1941.

I. Tires

The most important French tire producer was the Michelin family, who also controlled the Citroën Company. André Istel, French banker in New York (Stanhope Hotel, 5th Avenue) represented the Michelin interests and could be easily approached. The Michelins have always been considered anti-collaborationist, and both M. and Mme. Michelin were arrested by the Germans last summer (1943) on charges of insufficient production of tires.

On the contrary, Société Française Dunlop ((the French Dunlop Company) is collaborationist.[1] The manager of Dunlop is Colonel Petavy; he is a businessman who is probably chiefly responsive to the profit incentive and could probably be approached on a purely "practical" basis.

J. Chemicals. (See Appendix X)

The leading French chemical companies are Saint-Gobain and Kühlmann. Saint Gobain is predominantly controlled by Catholic interests; the chairman; M. Hely d'Oissel is also a director of some coal mines; next to him, descendants of important French scholars like Thenard, Frémy and also the duc de Broglie are to be found. The general manager of Saint-Gobain is -- or was -- a highly efficient former mining engineer, M. Lavaste, whose attitude since June 1940 is not known.

Kühlmann is the most important French chemical concern and the leader in the field of dyestuffs and fertilizers. Collaboration between Kühlmann and the German chemical industry under the 'Francolor" agreement of December 1940 has been one of the most spectacular technical achievements of the "New Order" and was widely advertised by the German and the French collaborationist press. It is not known whether M. René Duchemin, chairman of Kühlmann and the leading figure in the French chemical world, willingly agreed to this collaboration or if it was imposed on him by the Germans and the Vichy government. In his statement before the Kühlmann stockholders meeting in 1941, M. Duchemin described his experiences in the field of collaboration as the most painful in his industrial career.

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[1] According to confidential reports, as of September 1943, the Dunlop plant at Montluçon, received 100 tons of buna per month from Germany and manufactured 500 tons of tires. Only 20 per cent of these tires were employed for purely French needs, and 80 per cent were sent to Renault and Peugeot, who build trucks for Germany.

M. Duchemin, in pre-war times, was not only the head of Kühlmann but, for a time, the chairman of the Confédération du Patronat Français, the Association of French employers and, as such, had to sign the famous Matignon agreements of June 1936 under which French employers accepted the social reforms which had been launched by the Popular Front. He has been described as a rather weak opportunist, a middle-of-the-road official.

The general manager of Kühlmann was M. Raymond Berr, a former mining engineer, of Jewish descent, one of the few French Jews who have been exempted from the antisemitic legislation. At the end of 1940 he did not conceal his wishes for an Allied victory. It is not known whether M. Berr has kept his former position in Kühlmann since 1941; but, at any rate, he would be the most useful man to contact now in the chemical field.

Rhône-Poulenc is next to Saint-Gobain and Kuhlmann in importance. Its chairman, M. Albert Buisson, is a close friend of Pierre Laval; like Pierre Laval, he is Senator of Puy-de-Dôme; he is also a former chairman of the Paris Chamber of Commerce and a member of the Académie des Sciences Morales. Owing to M. Buisson's chairmanship, it is likely that Rhone-Poulenc has willingly collaborated with the Germans.

M. Borocco, formerly head of the Vichy Section of the Chemicals Section of the Central Board for the Allocation of Raw Materials, is now in Washington with the FCNL, and could be consulted.

K. Pumps and motor injectors

According to recent information[1] three French firms manufacturing pumps and motor injectors are of particular importance:

1. Société d'Equipement électrique des vehicules (S.E.V.) at Issy-bes-Moulineaux, with approximately 200 workers.

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[1] Survey of foreign experts. Confidential memorandum, 28 December 1943.

Its president as far as is known is still M. Roger Dutreux, also connected with SKF (ball bearings) and one of the representatives of the Renault automobile interests. M. Dutreux is a wealthy and fairly important French businessman who is connected not only with SKF (Compagnie d'Application Mécaniques, in France) but also with the following enterprises:

Société Métallurgique d'Aubrives et Villerupt;

Société Minière des Terres Rouges (both Schneider-Creusot affiliates);

Société Française Dunlop (tires);

and the powerful Union des Consommateurs de Produits Métallurgiques et Industriels (U.C.P.M.I. Hagondange).

M. Dutreux was apparently connected with Schneider-Creusot and the motorcar industry and could be a liaison man between both. Nothing is known on the present whereabouts and attitude of M. Dutreux, but since he was one of the directors of the French SKF, supplementary information on him could probably be obtained through Mr. William L. Batt, President of the (American) SKF Industries and a Vice-Chairman of the War Production Board, or through his former Swedish associates on the board of Compagnie d'Applications Mécaniques, notably Mr. Marcus Wallenberg in Stockholm. Information on M. Dutreux could also probably be obtained through the British directors of Dunlop.

Since M. Dutreux is prominent in the anti-friction bearing, motor injector, and tire industries, a contact with him would be of special importance.

2. La Précision Mécanique, 11 rue Verginaud, Paris. Nothing is known of this company beyond the fact of its existence.

3. Societé des Áteliers de Construction Lavalette, 32-36 Avenue Michelet, St. Ouen, was a firm of minor importance, at least in pre-war times. It was the representative in France and the colonies of Robert Bosch A.G. of Stuttgart. It also had the French concession for bakelite manufacture. M. Lavalette, now dead, was a friend of Dr. Bakeland, the inventor of this product. The manager and director until recently was M. Robert Surcouf, who has been described as a reactionary of "fascist tendencies." Approximately 100 workers were employed by the company before 1940. More recent information, however, indicates that the number of workers now is far greater. This would confirm the fact that this company has greatly benefited from the German occupation, from its former affiliation with Robert Bosch, and from the fascist tendencies of its manager.

L. Bearings. (See Appendix VII)

1. Compagnie d'Applications mécaniques. This Franco-Swedish Company was a French subsidiary of the Swedish

anti-friction bearing trust, SKF.

Daniel Serruys was one of its directors and could give useful information.[1] Another director was Marcus Wallenberg, of the important Swedish Wallenberg family (Erdskilda Bank). Charles Brincard, son of Baron Georges Brincard, and Robert Delaunay-Belleville (Banque de Paris et des Pays-Bas) were also directors of that company.[2]

The Compagnie d'Applications Mécaniques manufactured and imported about 90 per cent of French requirements in this field.

Next in importance, the following should be mentioned:

2. Schmid-Roost, Annecy (Haute-Savoie), with offices at 5 Place du Panthéon, Paris, was the largest independent company. Mr. Schmid, one of the owners of the firm, is a Swiss citizen. He resided in Switzerland and commuted to Annecy. The chief representative of the company in Paris was M. Royer, a French engineer.

3. RIV was a minor firm, located at 14 avenue de la Grande Armée, Paris. It was a subsidiary of Villarperosa, an Italian firm.

4. Nadella, 15-17 rue Gustave Eiffel, Levallois Perret, near Paris, specialized in needle bearings.

5. Malicet et Blin, 103 avenue de la République, Aubervilliers (near Paris), also produced ball bearings, but was better known for its special gears.

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[1] See above, page 7.

[2] Further information could probably be obtained from William L. Batt, President of the American company, SKF Industries, and a Vice-chairman of the War Production Board.

Appendix I

CENTRAL BOARD FOR THE ALLOCATION OF RAW MATERIALS - as of end of 1941

Raw Materials	Head of the Section, North Zone	Head of the Section, Vichy Zone	Governmental Commissioner
Iron and steel	Fayol 1 bd. Haussman, Paris	Forissier 10 rue du Plat, Lyons	Baboin
Non-ferrous metals	Barbizet 12 rue de la Boétie, Paris	Foulle 50 bld. Corderie, Marseille	Norguet
Coal	Thibault 16 rue de la Banque, Paris	Tardif et Sohm 4 rue du Président Carnot, Lyon	Fanton d'Andon
Liquid fuels	Majorelle 3 rue Paul-Cezanne, Paris	Pilloy 15 rue de l'Intendance, Vichy	Régnier
Fats	Durier 4 rue Casimir-Périer, Paris	Laplace et Sevestre 62 bld. Longchamps, Marseille	Rougier
Chemicals	Toinet 34 avenue d'Iéna	Borocco[1] 50 avenue Victoria, Vichy	Rougier
Textiles	Tiberghien 58 rue de la Boétie	Blanc 31 avenue Me. Foch- Lyon	Jarillot
Paper	Barbut 55 rue de Chateaudun	Lafuma, Lyon	Rougier

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[1] Now in Washington with the Delegation of the FCNL.

Raw Materials	Head of the Section, North Zone	Head of the Section, Vichy Zone	Governmental Commissioner
Leather	Ribes 2 rue Edouard VII	Brun Lyon	Jarillot
Rubber	Perret 9 avenue Hoche	Guilleminot 123 bvd. Lavoisier, Clermont Ferrand	Rougier
Timber	Veniard 23 avenue Victor Emmanuel III	Clerc 90 rue de Vendôme, Lyon	Villenave
Miscellaneous	E. Boyer 23 avenue Victor Emmanuel III	Trux Lyon	Fanton d'Andon Gendrin (building materials Culmann (chemicals)

Appendix II

ORGANIZATION COMMITTEES AND MEMBERS

A. Organization Committee of the Steel Industry[1]

7 rue de Madrid, Paris 8e.

Chairman MM. Jules Aubrun (Schneider-Creusot)
Eugène Roy (Aciéries de Longwy)
Henri Roger (formerly Comité des Forges)

Members of the Advisory Council
Jules Aubrun (Schneider-Creusot)
Léon Daum (Marine & Homécourt)
Jean Dupuis (Chatillon-Commentry)
Eugène Roy (Aciéries de Longwy)
Francou
Rossin (in Saint-Etienne, Loire)

Governmental Commissioner: M. Baboin

B. Organization Committee of the Scrap Iron Trade[2]

2 rue de la Baume, Paris

Chairman M. Louis Champeix
Secretary Abrioux

Advisory Council

MM. Louis Champeix
Paul Gros
André Reynaud

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[1] Journal Officiel, 11 November 1940.
[2] Journal Officiel, 7 February 1941.

MM. André Ribier
André Rossin

Marcel Sciandra

Grandmougin

Governmental Commissioner M. Baboin

C. Organization Committee of Non-Ferrous Alloys and Related Products[1]

80 avenue de Messine Paris 8e.

Chairman	René Painvin
Delegate	Cruchon-Dupeyrat
Assistant Delegate	Auboin
Technical Adviser	Maries
Commercial Adviser	Crosti

Members of Advisory Committee

Maurice Caron

Robert Chevaleau

Georges Desbrière

Louis Jaudeau[2]

Jean Matter

Marcel Renard

copper and aluminum wire	Jaudeau
copper and brass sheets	Desbriere
brass bars and wire	Renard
copper and brass tubes	Chevaleau
aluminum	Jean Dupin
light alloys (duralumin)	Jean Matter

Governmental Commissioner: M. Norguet

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[1] Journal Officiel 8 January 1941.
[2] Son-in-law of Mr. Raoul Dautry, former Minister of Armaments.

D. Organization Committee for Aluminum and Magnesium[1]

23 rue de Balzac, Paris 8e

Chairman	Raoul de Vitry
General delegate	Henri d'Auvigny
Members of Advisory Council	
	Jean Dupin
	Georges Painvin
	Raoul de Vitry
Bauxite Commission	
	Charles Daher
	Louis Gachet
	Pierre Jaquin
	André Montpellier
Governmental Commissioner	M. Fanton d'Andon

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[1] Journal Officiel, 29 December 1940.

E. General Organization Committee of Automotive Industry

Advisory Commission

Automobile Manufacture	Baron Petiet, chairman
	Jean Berliet
	Marcel Berthelon
	Maurice Dollfus
	André Lamy
	Jean Panhard
	Pierre Peigney
	J. P. Peugeot
	René de Peyrecave
Accessories and parts	Raymond Baillon
	Cage
	Raoul Mattei
	Raymond Mole
	Em. Grange
	André Janssen
	Jacques Kellner
	Jean Laurent
	Et. Marcorelles
	Ed. Plegat
	Georges Regis
	Robert Savary

de Sigoyer, 13 quai du Général Sarrail, Lyons.
Governmental Commissioner: M. Norguet

F. Organization Committee—Automobiles, Motorcycles, and Bicycles[1]

2 rue de Presbourg, Paris 8^e

General Committee

Chairman	MM. Francois Lehideux
General Secretary	Armand
Motorcars	Champonier
Cycles	de Seze
Assistant Director	de Villeneuve
Accessories	de Balliencourt
Office of raw materials	
Director	Reynaud
head of metal depart.	Desombiaux
ferrous metals	Picot
non-ferrous metals	Fournier
chemicals	René Rivet
rubber	Gros
technical studies	Angeli
German orders and licenses	M. de l'Epine
Labor Relations studies	Bonnefon-Craponne
General services	
Director	Pessereau

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[1] Journal Officiel, 1 October 1940.
Ibid., 20 March 1941.

G. Organization Committee of the Rubber Industries[1]

9 avenue Hoche, Paris 8e

Chairman:	Georges Perret (also head of the allocation board).
Assistant	P. de Maistre
	Guilleminot (in Clermont-Ferrand)

Special Committee
of the Tire Industry

same address

General Director	Henri Balay
Head of the "foreign service"	Colonel Peytavi (Dunlop)
Members	
	Robert Boyer
	Rene Marchery
Governmental Commissioner	M. Rougier

H. Organization Committee for Iron Ore Mining[2]

57 rue Pierre-Charron, Paris 8e

Chairman	MM. Paul Nevejans
Secretary	Bellat
Members of advisory council	
	Jacques Chanzy
	René Grandpierre
	Louis Lantz
	Paul Nevejans
	Georges Chevenin
Governmental Commissioner	M. Baboin

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[1] *Journal Officiel*, 27 December 1940.
[2] *Journal Officiel*, 29 December 1940.

I. Organization Committee for Lime and Cement[1]

41 avenue de Friedland, Paris 8e.

Chairman	Henry Pagézy (Poliet et Chausson).
General Secretary	Georges Loye
	Demonque

Members of the Advisory Council

MM. Jacques Aguillon (Poliet et Chausson)
Robert Alexandre
Henri Chausson
Etienne Cuvelier
Maurice Dugardin (Ciments de la Loisne)
Hugues de Klopstein
Fernand Lambert (Ciments de Neuville S/Escaut)
(Ciments de Boulogne S/Mer)
Robert Lahaye
Henri Pagézy
Louis Valette- Viallard

Governmental Commissioner: M. Fontaine

J. Organization Committee for Specialized Mechanical Industries[2]

38 avenue Hoche, Paris 8e.

General Committee

Chairman	Jean Outin
General Secretary	Jean Lemardeley

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[1] Journal Officiel, 12 November 1940.
[2] Journal Officiel, 10 December 1940.

2nd Bureau: anti-friction bearings

Director	Oliron
	Popinet

Members of Advisory Council

MM. Bartet
Fort
Patras
Perry
Royer
Escudier (SRO, 30 rue de Marseille, Lyons)

allocation of raw materials: Pyt

Governmental Commissioner: René Norguet

K. Organization Committee for Electrical Machinery[1]

Chairman	Auguste Detoeuf (Alsthom)
General delegate	Henri Davezac
General secretary	Francis Hallopeau

Members of Advisory Council

MM. Joseph Aubert
Auguste Detoeuf
Emile Girardeau
André Leroux
Marcel Meunier
Eugène Pernod
Antoine Touzot

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[1] *Journal Officiel*, 1 March 1941.

Governmental Commissioner:	Rene Norguet
Assistant	Cassagnes

L. Organization Committee of Rolling Stock Industries[1]

14 rue Cambacères, Paris 8e

Chairman	Maurice Roy
Engines	
	Paul Delahousse
	Jules Lange
	Camille Metenier
	Jean Pezeu
	Max Poncet
Rolling stock	
	Lucien Arbel
	Robert Derazey
	André Giard
	Charles Pelabon
	Jean Picard
	Alb. Lebert
Governmental Commissioner	
	René Norguet

M. Organization Committee for the Aircraft Industry[2]

4 rue Galilée, Paris 8e

Director	MM. Joseph Roos

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[1] Journal Officiel, 30 October 1940.
[2] Journal Officiel, 15 August 1941.

Secretary	Paul Maillard
"	du Jonchay
"	Blazy
Airframes	Gaston Chausson
	Henri de l'Escaille
	Eugène Herol
	Pierre G. Latecoere
	Paul Mazer
Motors	Daniel Coste
	Victor Nicolet
	René de Peyrecave
	Louis Verdier
Equipment	Maurice Biffe
	Lucien Hatton
	Jean Roussel
	William Schaufelberger
Production studies	MM. Vellutini
	Philippet
purchases	Cuarel, Nerot, Prillard
machines	Villain
technical research	Vinsonneau
statistics	Bethancourt
Governmental Commissioner	M. Leroux, Director of the Ministry of Aviation

N. Organization Committee for the Solid Fuel Industry[1]

35 rue Saint-Dominique - Paris

Aimé Lepercq, Chairman
Raymond Cheradame, Director
Robert Fabre, General Secretary
Louis Lahoussay, Technical Services
Adolphe Jarrige, Mining Equipment and Supplies

Governmental Commissioner: Fanton d'Andon

Advisory Committee:

Maxime Bucher
Emile Marterer
Aimé Lepereg

Branch in the Vichy Zone, 4 rue du Président Carnot

Antoine Roche, Director
Lapierre, Mining Equipment and Supplies

O. Organization Committee for Explosives

Paul de Varine,	Director
Jack Leroux,	Private Plants
Denis d'Anselme,	General Secretary
Georges Kaminski,	Administration
Gaitte-Grave,	Technical Services
Jean Lavrillat,	Raw Materials

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[1] *Journal Officiel*, 11 November 1940.

Advisory Committee:

Léon Aubin

Jacques Chatel

Eugène Burlot

Marcel Ehlinger

Paul Fourcade

Armand Galliot

John Kinsmen

Jack Leroux

Pierre Rouge

Paul de Varine

Governmental Commissioner: Rougier

P. Organization Committee for the coal tar, benzol and by-products industries[1]

91 bld. de Courcelles, Paris

Georges Coret, Director

Jean Beck, Administration and Foreign Commerce

Jean Varret, Technical Services

Governmental Commissioner: Rougier

Advisory Committee:

Auguste Baril

Georges Chapuis

Jean Soulé

Maurice Jamin

Robert Lacau

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[1] *Journal Officiel*, 8 January 1941.

Q. Organization Committee for Chemical and related industries[1]

23 Avenue d'Jéna, Paris

Georges Painvin, Chairman

Pierre Castets, General Delegate

Governmental Commissioner: Rougier

Advisory Committee:

Marcel Bo

Maurice Bruifer

Pierre Keller

Georges Painvin

Georges Thesmar

Paul Gilbert

Branch in the Vichy Zone: 50 Avenue Victoria, Vichy

M. Chêne-Carrère

R. Organization Committee for Pharmaceuticals[2]

25 Square de Luynes -- Paris 7^e

Maurice Leprince,	Chairman
Maurice Bassin,	General Secretary
Legier,	Technical Secretary
Gibert,	Administration

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[1] Journal Officiel, 13 January 1941.

[2] Journal Officiel, 14 January, 11 February and 24 March 1941.

Advisory Committee

Marcel Bo
Marcel Lantenois
André Connat
Maurice Leprince
Louis Papillaud
François Pevet

Governmental Commissioner: Rougier

S. Organization Committee for coal imports[1]

66 rue de Monceau, Paris

Antoine Pol, Chairman
G. Raspail, General Secretary

Governmental Commissioner: Fanton d'Andon

Advisory Committee:

Albert Auberger
Georges Courtois
Louis Vignet
Robert Fossorier

T. Organization Committee for the solid fuel trade[2]

4 rue de Berri, Paris

Albert Frangé, Director
Jean Holtzer, General Secretary

Governmental Commissioner: Fanton d'Andon

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[1] *Journal Officiel*, 11 November 1940.
[2] *Journal Officiel*, 11 November 1940.

Advisory Committee:

Georges Schmidt

Balland

Picard

Thévenot

Truillé

Branch in the Vichy Zone: Henry Descours, 12 rue du Plat, Lyons

Appendix III

DIRECTORS AND MANAGERS OF THE MOST IMPORTANT STEEL COMPANIES
(as of 1938)

ACIERIES DE ROMBAS

Théodore Laurent, chairman

Paul Nicou, vice-chairman

La Marine et Homécourt, vice-chairman

Jacques Laurent, director

Pont-à-Mousson, " (by Roger Walewski)

Micheville " (G. Simon)

Forges d'Alais " (Baron Reille)

Cie. de Fives-Lille " (Dutilleul)

Crédit Industriel et Commercial (Lebée)

Nancéienne de Crédit Industriel et Dépôts (Desforges)

Marcel Jean

Paul Petitjean

Management

Théodore Laurent, chairman

J. Laurent, Director in Rombas

Hemmer, general manager

Factories in Rombas, Maizières (Moselle)

ACIERIES DU NORD ET DE L'EST

25 rue de Clichy, Paris

Alfred Descamps, 189 rue Rameau, Lille, chairman

Jules Bernard, 25 rue de Clichy, Paris, vice-chairman

Metayer, 5 rue du Cirque, Paris, vice-chairman

Alexis Aron, 25 rue de Clichy, director

Fernand Balthazar, 86 rue Cardinet, Paris, director

Omer Bigo, 95 bld. Liberté, Lille, director

Paul Boignes (Commentry-Fourchambault-Decazeville)

Georges Collet, 64 rue des Mathurins

Lievin Danel, 105 bld. Liberté, Lille

Léon Demaret, 15 bld. Waterloo, Bruxelles

Henri Faucynel, 41 rue de l'Abbaye

Mathieu Goudchaux, 8 avenue Kléber

Management, Alexis Aron

Edg. Riche, Valenciennes

Factories

Trith St. Leger

Valenciennes

Louvroil

Montataire

Hautmont

Frouard

Trignac

ACIERIES DE LONGWY

Mont-Saint-Martin (Meurthe et Moselle)

A. Dreux, honorary chairman

Marcel Champin, chairman

Fernand Raty, vice-chairman

Jean Raty " "

Robert Labbé, president

J. Perchot, director

Henri Thomas, director

Ed. de Roy de Blicqny, director

Fernand Dreux, director

Gaston Liégeard, director

Roland Labbé, director

E. Roy

General Manager	E. Roy
commercial	A. Didierjean
mining dept.	M. Clement
chief engineer	J. Boud'Hors

Factories	Mont-Saint-Martin (Meurthe et Moselle)
	Venissieux (Rhone)
	Saint-Satur, Bordeaux

ACIERIES DE MICHEVILLE

Paul Nicou, Paris, chairman

Eug. Mousty, Villerupt, vice-chairman

Georges Simon, Briey

Marcel Paul, Nancy, director

Georges Perbal

Daniel Laurent, Paris

Leon Daum, Paris

General Managers: Paul Nicou
René Grandpierre

Factories in Micheville, Villerupt (Meurthe et Moselle)
Marnaval, St. Dizier (Haute Marne)

LES PETITS-FILS DE F. DE WENDEL ET CIE.

3 rue Paul Baudry

François, Humbert, Maurice de Wendel

Supervisors: Vicomte L. de Curel
Duc G. de Maille
Baron de Gargan
Comte Montaigu
Comte de Moustier

Factories Hayange
Moyeuvre (Moselle)

SOCIETE METALLURGIQUE DE KNUTANGE

16 bld. Malesherbes, Paris

André Vicaire, 42 rue d'Anjou, Paris, chairman (Creusot)

Léopold Pralon, vice-chairman (Denain-Auzin)

Compagnie de Châtillon-Commentry, vice-chairman

Albert Bosment, Hayange, director (de Wendel)

Gabriel Brizon, 250 rue de Rivoli, director (La Marine-Homécourt)

Pierre de Cosse, Brissac, 42 rue d'Anjou, director (Creusot)

Compagnie de Denain-Anzin, director

Forges et Aciéries de Saint-Etienne

Comte Armand de Saint-Saveur, 42 rue d'Anjou, Paris (Creusot)

Schneider Cie.

Senelle-Maubeuge Cie.

de Wendel and Cie.

Management

Ch. Charbaut, general manager, Nilvange, Moselle

R. Le Chatelier, general secretary, Paris

R. Amat
Commercial dept.
G. Thaureaux

Idoux, A. Pitoy, L. Thuillier, G. Perraud in Nilvange, technicians.

FORGES ET ACIERIES
DE LA MARINE ET D'HOMECOURT

12 rue de la Rochefoucauld, Paris

Théodore Laurent, 89 rue Tatibout, chairman

Comte A. Walewski, 71 avenue Victor-Hugo, vice-chairman

Gabriel Brizon, 29 rue François I^{er}, vice-chairman

Georges Charpy, 16 rue du Pré aux Clercs, director

Léon Daum, 5 rue Auguste-Comte "

Charles Dubreuilh, 68 rue de Miromesnil "

Jacques Laurent, Rombas "

P. Nicou, 17 bld. Flandrin "

F. Paul-Dubois, 27 bis quai d'Orsay "

J. Pauzat, Anzin "

L. Prenat, 16 place Carnot, Lyon "

Emm. Rousseau, 16 quai de Passy "

Comte de Saint-Genys, Chateau de Chirat, Voussau (Allier)

General Manager, Léon Daum

Factories	Saint-Chamond, Assailly, Lorette, Rive-de- Giers
	Lhorme (Loire)
	Le Boucau (Basses-Pyrénées
	Homécourt (Meurthe et Moselle)
	Moutmont (Nord).

HAUTS-FOURNEAUX, FORGES ET ACIERIES DE DENAIN-ANZIN

12 rue d'Athènes, Paris

Joseph Naud, 42 bis rue Cardinet, Honorary chairman

Léopold Pralon, 9 rue Alfred de Vigny, chairman

Léon de Nervo, 34 avenue de Friedland, vice-chairman

H. Dupont, banquier, rue du Quesnoy, Valenciennes, "

H. Nanteuil de la Norville, 10 rue Las Casos, adm. délégué

Marcel Bassot, 3 avenue Montaigne, director

Joseph Delloye, 50 rue des Rotisseurs, Cambrai, director

Alb. Galicier, 5 avenue Emile-Deschanel, director

Edm. Hannotin, 24 rue du General-Foy, director

Pierre Keller, 8 rue du Pré aux Clercs, director

Cl. Muguet, 5 bld. de Montparnasse, director

Paul Naud, 133 rue de la Pompe, director

Jacques de Nervo, 17 avenue du Colonel-Bonnet, director

Robert Jordan, 24 rue Eugène-Manuel, Paris, gen. secretary

Clerf, general manager of the factories, Denain

Meunier, Meurisse, Driant, department heads

A. Pralon, head, mining department

Factories: Denain, Escaudain, Anzin

CHATILLON-COMMENTRY-NEUVES MAISONS

19 rue La Rochefoucauld, Paris

Baron Brincard, 1 rue St. Dominique, Paris. chairman

Comte Christ-de Saint-Seine, 7 rue Talleyrand, Paris, vice-chairman

Jacques Aguillon, 71 fbg. Saint-Honoré

Frederic Basset, 68 av. d'Iéna

Pierre Chevrier, 65 av. Kléber

Maurice Darcy, 109 av. Henri-Martin

Henri Marillier, 38 quai Henri IV

Paul Petitjean, 123 av. Mozart

Jacques Taffanel, 8 av. Gourgaud

Alb. Vieillard, Morvillars (Belfort)

General Management
Jacques Taffanel, general manager
Jean Dupuis, assistant manager
Robert Arnitz, general secretary
Descolas, chief technician
Eugene Dupuy, chief technician
A. Bonnet, chief technician

Factories at:
Saint-Jacques (Montluçon)
Commentry (Allier)
Vierzon (Cher)
Ampilly, Chamesson sur Seine (Côte-d'Or)
Plaines (Aube)
Neuves Maisons, and Champigneulles (Meurthe et Moselle)
Isbergues (Pas de Calais).

ACIERIES DE POMPEY

48 rue La Boétie

René Fould, chairman

Charles Fould, vice-chairman

Maurice Fould, vice-chairman

E. Glasser, general manager, Compagnie des eaux

Paul Helbronner

Cie. Vicoigne-Noeux et Drocourt

Factories at Pompey and Le Manoir (Eure)

LE CREUSOT

C.P. Eugene Schneider, chairman

Marquis de Chasseloup-Laubat, vice chairman

Rear-Admiral Lacaze, supervisor

Baron J. de Neuflize, supervisor

de Saulces de Freycinet, supervisor

C. Cabaud, supervisor

DE WENDEL CIE

Francois, Humbert, Maurice de Wendel

Supervisors: Baron Ch. de Gargan

Baron Eugene de Mitry

Comte Jean de Moustier

General Manager: Albert Bosment, Hayange
General Secretary: Fr. Delage

General Manager: Rene Paschal, Joeuf

Factories: Joeuf (Meurthe et Moselle), Messempré (Ardennes)

UNION DE CONSOMMATEURS DE PRODUITS METALLURGIQUES ET INDUSTRIELS
(U.C.P.M.I.)

31 avenue Montaigne, Paris

Baron Petiet, 31 avenue Montaigne, chairman

Pierre Richemond, 49 rue Ampere, vice-chairman

Marcel Champin, vice-chairman

Societe des Fondeurs de France, Bourges, vice-chairman

Societé Baudet Donon Roussel, represented by L. Baudet, Paris

Société Daydé " " " René Daydé

Baron de Dietrich, Niederbronn

Auguste Dutreux

Société de Fives-Lille " " " Albert Louppe

Societé Laval-Aulnoye " " " Fr. Minguet, Aulnoye

Societe de Dietrich " " " Baron Zürckheim

Societé Louvroil-Recquignies " " " M. Crouzier

Fabrique de Fer de Maubeuge " " " de Beco, Louvroil

Travaux en fer de Maubeuge " " " Em. Andam, Paris

Automobiles Peugeot " " " Robert Peugeot, Paris

Automobiles Renault " " " Louis Renault

Laminoirs et Hauts-fourneaux de la Sambre " " " F. Balthazar

E. Vuillaume, 31 rue Clavel, Paris

General Manager: Henri Coqueugnot

Marcel Petiet

Factories in Hagondange

Appendix IV

DIRECTORS AND MANAGERS OF THE MOST IMPORTANT ALUMINUM COMPANIES

ALAIS, FROGES ET CAMARGUE
(as of 1939)

Louis Marlio, chairman: now in Washington (Brookings Institution)

R. Piaton, vice-chairman

P. Azaria

M. Bie

H. Bouchayer

L. Frachon

P. Gillet

A. Mahieu

J. Maroger

Prince de Robech

Roux de Bésieux

M. Tinardon

P. Tirard

G. Vesier

Also connected with the company, according to M. Marlio:

Jean Dupin

Philippe Level, son of the late chairman, M. Level

Louis de Vogüe

Louis Jullien

General Manager: R. de Vitry d'Avaucourt

UGINE

10 rue du General Foy, Paris, 8^e

Chairman	M. Cheronnet
Vice-chairman	G.J. Painvin
	A. de Bary
	Raymond Berr
	P. Chaumié
	L. Colas
	R. Duchemin
	J. Frossard
	A. Goldet
	H. Gunthert
	S. de Lanzac de Labori
	A. Lullin
	J. Level
	L. Martinon
	H. Michel
	G. Patart
	H. Roux de Bezieux
	L. de Seynes

Factories

Premont (St. Michel de Maurienne)
Pomblières St. Marcel (Moustiers)
Notre Dame de Briançon
Le Glandon sur Arc
Les Clavaux (Riouperoux)
Sechilienne
Le Giffre
St. Jeoire en Faucigny
Jarrie (Isère)
Annecy
Moustiers
Ugine
Venthon (Savoie)

Power plants (steam)

La Barasse
Pierre Bénite
Villers S. Sepulcre
Venissieux
Bourg

Appendix V

DIRECTORS OF THE MOST IMPORTANT CEMENT COMPANIES

CIMENTS PORTLAND ARTIFICIELS D'ORIGNY S. BENOITE

4 rue du Général Foy, Paris

A. Potié, chairman

A. Dupont, adm. délégué

E. Basquier, director

J. Debray "

V. Desprez "

H. Farkoa "

G. Forest fils "

A. Letellier "

M. Voituriez "

C. Wachmar "

Factory Origny S. Benoîte, Aisne

MATERIAUX DE CONSTRUCTION DE LA LOISNE

9 avenue Percier, Paris

C. Ewbank, chairman

Et. Dupont, vice-chairman

M. Dugardin, adm. délégué

Omer Bigo, director

M. Darcy, "

F. Lebreton, "

A. Le Liepvre, director

H. Portier, "

B. Simonis de Dudezeele, director

E. Thougellier, director

Factory Barlin (near Béthune)

SOCIETE DES CIMENTS FRANCAIS
ET DES PORTLANDS DE BOULOGNE S/ MER

80 rue Taitbout, Paris

R. Salmon, chairman

M. Biffe, adm. delégue

A. Bauchère, director

Baron J. Boissonnet, director

A. Dardenne, director

E. de la Chesnais, "

P. Lambert, "

J. Lefebvre, "

L. Mertian de Muller, director

P. Solente, director

Factories: Boulogne-sur-Mer, Lonquety, Desvres (Pas de Calais)

ETABLISSEMENTS POLIET ET CHAUSSON

Daniel Serruys, chairman

Henri Chausson, vice-chairman

Jacques Aguillon, director

C. de Freville de l'Orme, director

P. Gillet "

N. Grillet, "

P. Lapareille, "

L. Marlio, "

J. Maroger, "

G. de Tarde "

Factories: Gargenville

Cantin

Pagny s/Meuse

Beffes

Beaumont

Gronde-Paroisse

Carniers

Lormont

CHAUX ET CIMENTS PORTLAND DE MARSEILLE

G. Siegfried, chairman.

A. Lindenmeyer, adm. délégué

G. Bonnet, director

H. Gunthert, "

M. Obellianne, "

E. Petitalot, "

Factories: Rioux   l'Estagne (Bouches du Rhône)

CIMENTS DE NEUVILLE SUR ESCAUT

14 rue de Vezelay, Paris

Louis Prangey, chairman

Henri Prangey, vice-chairman

A. Bauchere, director

M. Biffe, "

A. Dardenne, "

C. Fauville, "

R. Jordan, "

P. Lambert, "

L. Mertian de Müller, director

Factory: Neuville s/Escaut (Nord)

CHAUX ET CIMENTS
DE LAFARGE ET DU THEIL

Seat: Viviers, Ardèche

Administration: 32 avenue de Tokio, Paris

MM. Jean de Waubert, chairman
Paul Daher, vice-chairman
E. d'Allamen de Bournet, director
Comte Gautier-Vignal, "
H. Jequier, "
F. de Jerphanion, "
Henry Pavin de Lafarge, "
M. Pradelle, "
E. de Talode du Grail, "
R. d'Ambly, "
E. d'Bonardi, "

Factories: Lafarge; Le Teil Cruas (Ardèche)
Vitry le Francois (Marne)
Valdonne; La Bredoule (Bouches du Rhône)
Contes les Pins (Alpes Maritimes)

CIMENTS DE PORTLAND ET DU BOULONNAIS

11 rue Rochefort, Paris

Chairman	A. Francois
	R. Dutilleul
	Charles Chaigneau
	Comte Fr. Pillet-Will
	L. Reinach

Factories in Desvres (Pas de Calais)
Nicole (Lot et Garonne)

CIMENTS VICAT

16 avenue Hoche, Paris

Joseph Merceron-Vicat

J. Jehl

A. Boulenger

J. Marze

P. Rivoire-Vicat

Henri-Merceron-Vicat

R. Perrin

CIMENTS DE PORTLAND ET DU BOULONNAIS

11 rue Rochefort, Paris

Chairman A. Francois
R. Dutilleul
Charles Chaigneau
Comte Fr. Pillet-Will
L. Reinach

Factories in Desvres (Pas de Calais)
Nicole (Lot et Garonne)

CIMENTS VICAT

16 avenue Hoche, Paris

Joseph Merceron-Vicat
J. Jehl
A. Boulenger
J. Marze
P. Rivoire-Vicat
Henri-Merceron-Vicat
R. Perrin

COMPAGNIE INDUSTRIELLE DES CIMENTS

125 quai de Valmy, Paris

Chairman	P. Gillet
	Henri Chausson
	L. Pommery

Appendix VI

DIRECTORS OF ANTIMONY COMPANY

SOCIETE NOUVELLE DES MINES DE LA LUCETTE

4 rue de Rome, Paris

Henri Portier, 96 avenue Henri-Martin, chairman

Henri Heyndrickx, 9 rue de l'Arc, Lille, vice-chairman

Raymond Thilloye du Boullay, 5 bld. des Belges, Rouen

Jacques Faure, 199 avenue Victor-Hugo, Paris

Gabriel Portier, 96 avenue Henri-Martin

Mines at Le Genest, Mayenne
(also Ain Kerma, Algeria)

Appendix VII

DIRECTORS OF ANTI-FRICTION BEARINGS COMPANY

COMPAGNIE D'APPLICATIONS MECANIQUES

15 avenue de la Grande Armée, Paris

Chevalier René de Knyff, chairman

Ivan Bratt, president

Amedée Alby, director

Charles Brincard, director

Jean Chanove, "

Robert Delaunay-Belleville, director

Auguste Dutreux, "

Robert Fauré-Balieu, "

Henri Marillier, "

Raoul Nordling, "

Paul Panhard, "

Robert Peugeot, "

Björn Prytz "
Daniel Serruys "
Marcus Wallenberg, "

Albert Oliron, general manager

Appendix VIII

DIRECTORS OF TIRE COMPANY

SOCIETE FRANCAISE DUNLOP

64 rue de Lisbonne, Paris 8e

Chairman	A. Dutreux
Vice-chairman	C.A. Proctor
President	J. Petavy
	Maurice Colrat
	Ch. Montagu
	L. Rebiere
factories in	Montluçon (Allier)
	Le Bourget (Seine)

Appendix VIII

DIRECTORS OF TIRE COMPANY

SOCIETE FRANCAISE DUNLOP

64 rue de Lisbonne, Paris 8e

Chairman	A. Dutreux
Vice-chairman	C.A. Proctor
President	J. Petavy
	Maurice Colrat
	Ch. Montagu
	L. Rebiere
factories in	Montluçon (Allier)
	Le Bourget (Seine)

Appendix IX

DIRECTORS OF IMPORTANT AUTOMOTIVE COMPANIES

Citroën

P. Michelin -- chairman

P. Boulanger -- vice-chairman

R. Marais -- director

J. Aubrun -- "

L. Wibratte -- "

Factories in Paris; Javel, Levallois, Clichy, Saint-Ouen, Les Epinettes, Courbevoie (all suburbs of Paris).

Peugeot

Robert Peugeot -- chairman

Jean Pierre Peugeot -- general manager

Jules Peugeot -- president

P. Fallot -- director

R. Gadala -- "

Saurer

René Aynard -- chairman

G. Bonnet -- president

H. M. Ainsworth

J. Davillier

A. Dubois

A. Findeling

G. Lanbelet

Jean Thiriez

Appendix X

DIRECTORS OF THE MOST IMPORTANT CHEMICAL COMPANIES

COMPAGNIE DE SAINT-GOBAIN

Comte Roederer	Honorary Chairman
Hély d'Oissel	Chairman
A. Olivier	Vice-Chairman
Baron Thénard	Vice-Chairman
Albert Langlois	Director
Comte Frémy	Director
Duc de Broglie	Director
E. Gérard	Director
G. Leverve	Director
J. de Bantel	Director
H. Laurain	Director
A. Moyrand	Director
J. Lovenbach	Director
Comte de Hemptinne	Director

ESTABLISSEMENTS KUHLMANN

Rene Duchemin	Chairman
Lamy-Kühlmann	Vice-Chairman
J. Frossard	Director
J. Coignet	Director
A. Chastel	Director
A. Dupont-Descat	Director
S. Durand-Gasselin	Director
L. Hauzeur	Director
Ch. E. Heurteau	Director
Kiener-Kühlmann	Director
P. Lamy	Director
Th. Laurent	Director
A. Lavaurs	Director
F. Lecoeuvre	Director
P. Lederlin	Director
F. Ledoux	Director
Ch. Neveu	Director
Van Oirbeck	Director
F. Pillet-Wille	Director

ESTABLISSEMENTS COURIERES-KUHLMANN

H. Portier	Chairman
R. Berr	Vice-Chairman
G. Bachalard	Director
Ch. Boca	"
P. Parent	"
A. Defline	"
R. P. Duchemin	"
A. Dupont-Descat	"
A. Maire	"
R. Delcourt	"

ESTABLISSEMENTS MARLES KUHLMANN

Ch. E. Heurteau	Chairman
P. Audianne	Director
R. Berr	"
R. P. Duchemin	"
E. Laurent	"
A. Maire	"
Comte de Moustier	"
H. Thelier	"

COMPAGNIE RHÔNE-POULENC

H. E. Boyer	Honary Chairman
Albert Buisson	Chairman
N. Grillet	Vice-Chairman
G. Lemarquis	Director
C. Poulenc	"
G. Roché	"
R. Sévène	"
R. Aynard	"
Ch. Gillet	"
J. Koetschet	"
F. Manaut	"
Ch. Manheimer	"
L. Pradel	"

SOCIETE CENTRALE DE DYNAMITE

Paul Clémenceau	Chairman
P. Le Play	Director
J. Level	"
L. Armand	"
E. Herscher	"
H. Jequier	"
R. Perrody	"
L. du Buit	"

COMPAGNIE D'AUBY

Jean Gasorowski	Chairman
W. G. Wood	Vice-Chairman
F. Hasler	Director
R. Duchemin	"
R. Berr	"

COMPAGNIE BORDELAISE DE PRODUITS CHIMIQUES

Sylvain Mathieu	Chairman
René Puchemin	Vice-Chairman
G. Armaingaud	Director
Raymond Berr	"
Thomas Dodd Lauther	"
A. Maire	"

Et. Mathieu	Director
Th. Migeon	"
E. Pouquet	"

COMPAGNIE DE BOZEL MALETRA

Piere Richemond

M. Langlois

L. de Seynes

A. Bisset

R. de Cazanove

René Duchemin

F. Manaut

L. Monier

Jean Richemond

A. Siaume

A. Stockhammer

L. Trévoux

PRODUITS BARYTIQUES

Raymond Berr	Chairman
Gustave Gautiaer	
Robert Hubon	
Alf. Maire	
M. Martin	
J. Stuhl	

J. Zulin

A. M. Apple

ETABLISSEMENTS ROUSELOT

Ed. Rousselot	Chairman
M. Ganne	Vice-Chairman
A. Langlois	Director
G. Rousselot	"
G. Drin	"
Baron Thénard	"
Alb. Parent	"
J. de Bantel	"

PRODUITS CHIMIQUES ET MATIÈRES COLORANTES DE SAINT DENIS

G. Thesmar	Chairman
P. Jolibois	Vice-Chairman
L. Sicot	Director
F. Binder	"
M. Villenave	"
M. Choffel	"
A. Lantz	"
P. L. Roederer	"

E. Gérard	Director
J. Frossard	"
R. P. Duchemin	"
F. Lavaste	"

PRODUITS CHIMIQUES DE SAINT-DENIS

Colonel Guéry	Chairman
F. J. Daridan	Director
A. J. Lesage	"
A. Fould	"

COMPAGNIE DE LA GRANDE PAROISSE

Armand Olivier	Chairman
Joseph Delloye	Vice-Chairman
Paul Delorme	"
Louis Lheure	Director
Georges Claude	"
Edm. Deschais	"
Pierre Hély d'Oissel	"
Paul Lemay	"
René Marcoussin	"
Henri Mayoussier	"
L. Rolland d'Estape	"
A. Thiriez	"

POTASSES ET ENGRAIS CHIMIQUES

Cuvelette	Chairman
Roux	Vice-Chairman
Bès de Berc	Director
Ganière	"
Galliot	"
Cussac	"
Le Cornec	"
Fanton d'Andon	"
Vogt	"
Haguenin	"
Silbermann	"

COMPAGNIE DES PRODUITS AZOTES

G. J. Painvin	Chairman
A. Lullin	Vice-Chairman
A. Bisset	Director
H. Gunthert	"
M. Bourgault du Coudray	"
P. Chaumié	"
L. Daguet	"
L. de Seynes	"
L. de Lanzac de Laborie	"

RAFFINERIES DE SOUFRE REUNIES

Th. Zarifi	Chairman
Paul Boude	Director
Antoine Boude	"
Jean Roubaud	"
Ch. E. Hope	"
Jacques André	"
L. Bertier de Sauvigny	"
François Baffert	"
Pierre Digne	"

Appendix XI

DIRECTORS AND MANAGERS OF THE MOST IMPORTANT COAL MINES

Mines d'Ostricourt

- J. Jourdain, Chairman
- Verley Bollaert, Vice-Chairman
- A. Javal, Director
- A. Tilloy, Director
- B. de Peyerimhoff, Director
- E. Rousseav, Director
- G. Hua, Director
- L. Nicolle, Director

Vicoigne-Noeux-Drocourt

- Louis Dupont, Chairman
- G. E. Ewbank, Vice-Chairman
- M. Delambre, Director
- J. Lebret, Director
- B. Simonis de Dudezeele, Director
- E. Thouzellier, Director
- A. Toussaint, Director
- P. Weiss, Director
- Aciéries de Pompey, Director

Commentry-Fourchambault-Decazeville

Comte de Montureux, Chairman

P. du Breuil de St. Germain, Vice Chairman

H. Foy, Director

A. Girod de l'Ain, Director

P. Hely d'Oissel, Director

R. de Mieulle, Director

G. de Monicault, Director

D. Muguet, Director

L. Reclus, Director

J. Trubert, Director

Mines de Bethune

A. Degouy, Chairman

L. Salmon, Vice-Chairman

J. Toussaint, Director

J. Thiriez, Director

A. Malatray, Director

R. Messian, Director

J. O. Plichon, Director

Houillères de Montrambert et La Beraudière

Jean Coignet, Chairman

Francisque Aynard, Vice-Chairman

A. Pigeot, Director

Elie de Villaine, Director

P. Cholat, Director

L. Cachet, Director

Camille Riboud, Director

Pavin de Lafarge, Director

P. Fontaine, Director

H. Roux de Bézieux, Director

Houilleres de Saint-Etienne

Ch. Laurent, Chairman

J. Couderc, Director

L. Boehler, Director

G. Couderc, Director

Houilleres de Sarre et Moselle

H. de Peyerimhoff	Chairman
A. Descamps	Vice-Chairman
M. Chavane	
C. Barrois	
G. de Boisgelin	
F. Courtin	
A. Degouy	
A. Dupont-Descat	
L. Dupont	
M. Flayelle	
Th. Laurent	

Marcel Paul

H. Perret

H. Portier

F. Thouzellier

A. Vicaire

M. Wallaert

P. Weiss

Mines d'Aniche

J. Delloye	Chairman
Ch. Barrois	Director
M. Bassot	"
P. A. Dupont	"
P. Lemay	"
A. Thirez	"
J. Lefevre-Pontalis	"
H. Baviere	"

Mines d'Anzin

Emmanuel Rousseau	Chairman
F. Bonnet	
Duc d'Audiffret-Pasquier	
G. Sabatié d'Espeyran	
Max Pellé	

F. Sommier

A. Burin des Roziers

Th. Laurent

L. Daum

E. Hannotin

L. Champy

Mines de Blanzy

H. Perret	Chairman
Baron Thenard	Vice-Chairman
F. Marterer	Director
A. Connu-Thenard	"
P. Darcy	
H. Coste	
Perret du Cray	

Mines de Carmaux

Marquis de Solages	Chairman
Beaumont Beynac	Vice-Chairman
P. Lacaze	Director
M. Pereire	"
Ch. Peres	"
Baron Reille	"
Comte de Solages	"
E. de Vienne	"

Mines de Grand'Combe

L. de Launay	Chairman
F. Frederic-Moreau	Vice-Chairman
A. Stouvenot	Director
Ern. Abric	"
V. Bonnevay	"
A. Colomb de Daunant	"
M. Flaissier	"
A. Gouin	"
P. Gruson	"
F. Houitte de Lachesnais	"
G. Leenhardt	"
James de Rothschild	"

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Mines de Lens

A. Descamp	Chairman
M. Wallaert	Vice-Chairman
G. Bigo	Director
Liévin-Danel	"
Martin-Rousell	"
R. Salmon	"
F. Deschamps	"
P. Le Gavrian	"

Mines de la Loire

J. Aguillon	Chairman
Em. la Bonnardière	Vice-Chairman
M. Couriot	Director
de Bellescize	"
C. Biver	"
A. Bussy	"
C. Derobert	"
P. Morin-Pons	"
F. Raverot	"

Mines de Marles

A. Benac	Chairman
Ch. B. Heurteau	Vice-Chairman
H. Thelier	Director
G. Laeretelle	"
Marquis de Moustier	"
F. Caudrelier	"
Baron de Fontenay	"
Comte de Moustier	"

Mines de Carvin

F. Thouzellier	Chairman
P. Nuytten	Vice-Chairman
P. Gauthier	Director

B. Courouble	Director
J. Delsol	"

Mines de Courrières

Henri Portier	Chairman
Paul Parent	Vice-Chairman
Ch. Boca	
M. Bultot	
P. Cartigny	
R. Delcourt	
Alf. Dupont	
J. Mathieu	
F. Perret	

Mines de Dourges

H. de Peyerimhoff	Chairman
G. de Boisgelin	Vice-Chairman
Christian de Saint-Seine	Director
J. Raty	"
M. Darcy	"
E. Soulez	"
H. de Boisgelin	"
G. Thibout	"

Mines de l'Escarpelle

Th. Laurent	Chairman

G. de la Motte St. Pierre	Vice-Chairman
G. de Boisgelin	Director
H. de Boisgelin	"
F. Laleu	"
J. d'Anterroches	"
F. Soulez	"
A. Malatray	"